

OS 0190-72

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6 June 1972

MEMORANDUM FOR: Chief, FI/OPS

SUBJECT : Draft Paper Entitled "A Review of Liaison Training"

1. Your paper has been read with great interest not only by me but by Larry Connell, who has been chief of [redacted] ALT for the past year and whose comments I have taken the liberty of including with my own. In most cases, rather than suggesting alternate language, I will merely comment on the particular entry and leave it to you to include or not to include some appropriate change or addition in whatever language you wish.

(b)(1)
(b)(3)

a. First off, I think since the discussion under the major points is rather lengthy, you might wish to underline the problem areas beginning on page 7, thereby highlighting the broad outline of the paper.

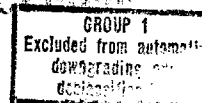
b. Page 6: Figure \$7,500 as per diem for 15 trips seems a little low. Connell has recently completed a six-week stay in [redacted] costing about \$1,600 in per diem alone.

(b)(1)
(b)(3)

c. Page 17: Either here or later on in the paper where recommendations are dealt with you may wish to make reference to the problem which constantly besets us when criteria for the selection of candidates are not observed: this is the age-old one of nepotism, which will probably always be with us to a degree. I recognize that the services are few indeed on which one can successfully impose an objective list of sensible standards for selection of trainees. However, it may be worth a mention, since it does affect the quality of the programs.

d. Page 18, lines 4 and 5: Neither I in my year here, nor Connell in his almost three in ALT, are aware of any training programs

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where either the service concerned or the Station have expressed "disappointment with course content." If you have gone back beyond three years in your searches, there may well be some, but in the recent years at any rate if there are such unfavorable judgments they have not been reported to OTR.

e. Page 29: In connection with paragraph 1 you may wish to take annual or regular training sessions in your sights and stress that they not be encouraged unless they correspond to a goal which has been agreed between Headquarters and the field and which therefore, one could expect to find in the project outline.

f.



(b)(1)
(b)(3)

2. We certainly endorse paragraphs 8 and 9 on page 33 and this endorsement applies not only to liaison training but to all training done by ALT. Despite the large number of programs which your research has shown you we have conducted, I can recall only three instances in the past three years in which there has been any follow-up evaluation to training. I make it a special point during the COS Seminar to urge outgoing Chiefs of Station and Deputies to be attentive to this point and have suggested that as a bare minimum the renewal of a liaison project, or indeed unilateral project, include under "changes" a summary evaluation of any training given during the prior year. However, I do believe that if it can be imposed and enforced, your more detailed requirement will be more valuable to OTR as well as to the Station.

ALAN P. WHITE
Chief, Operations School/TR

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